

# **UNITED STATES COAST GUARD STATION WASHINGTON**

## **UNIT STRATEGIC PLAN 2014**



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## **United States Coast Guard Station Washington**

### **Strategic Plan - 2014**

#### **1. PURPOSE OF THE STATION WASHINGTON STRATEGIC PLAN**

Coast Guard Station Washington's crews and boat assets are essential to ensuring the continued safety and security of the National Capital Region. In an average year, the men and women of Station Washington perform the following:

- ☐ Successfully prosecute 70 search and rescue cases;
- ☐ Conduct nearly 400 vessel boardings;
- ☐ Conduct over 110 Presidential Missions;
- ☐ Conduct over 75 safety and security zone enforcement activities; and
- ☐ Spend nearly 2000 total hours underway annually.

Continued safe and effective boat operations in one of the most security sensitive areas of the United States, as well as the virtual epicenter of the political world, first requires a substantial investment in the right kinds of people, training and equipment, and leadership that brings it all together into a professional force. Only after that initial investment is made and the system is created, can operations of any kind be undertaken with a reasonable expectation of safety and effectiveness.

This document is Station Washington's long-term strategy to improve existing mission execution and ensure alignment with the command's vision and mission statements. It establishes a comprehensive strategic framework, an implementation sequence for improvements, and a measurement plan to evaluate both force readiness and progress of this plan. As a comprehensive view of this very capable multi-mission force, this document will also be the basis for strategic continuity as the unit progresses through the next decade.

#### **2. STATION WASHINGTON VISION STATEMENT**

*"To provide the most capable and professional maritime response  
to the National Capital Region"*

#### **3. STATION WASHINGTON MISSION STATEMENT**

*"To detect, deter, defend against terrorism attacks in the National Capital  
Region"*



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#### 4. UNIT GOALS

A goal describes the desired end-state of an organization, which can be achieved through implementation of objectives, activities and initiatives that address and support the unit's mission. No time period is typically associated with achievement of the goals. Achievement of the prescribed goals will move Station Washington towards alignment with its mission statement, allowing realization of its strategic vision.

For the purposes of this plan, Station Washington's over-arching strategic goals are broken down into five categories:

- Goal No. 1: Improve Leadership and Management
- Goal No. 2: Improve Personnel Support Programs
- Goal No. 3: Enhance Training, Knowledge and Expertise
- Goal No. 4: Streamline Equipment Acquisitions and Logistics Support
- Goal No. 5: Grow, Foster and Enhance External Professional Partnerships

#### 5. PERFORMANCE OBJECTIVES

Performance objectives identify desired conditions of achievement that, through execution and accomplishment, will drive the organization to achieve Station Washington's goals. Objectives typically have time periods associated with their accomplishment and indicate progress toward the related strategic goals. A comprehensive listing of established performance objectives for Station Washington is contained below:

Improve Leadership and Management			
<i>Performance Objective</i>	<i>Owner</i>	<i>Timeline</i>	<i>Measure</i>
Continue roll-out of Unit Leadership Development Program (ULDP)	CO & CC	Annually	Climate Survey
Expand formal and informal recognition program: <ul style="list-style-type: none"><li>▪ Highest PT Score</li><li>▪ Most U/W Hours</li><li>▪ Highest Weapons Score</li><li>▪ Unit Specific Award</li></ul>	Command Cadre	On-Going	Crew Feedback & Climate Survey



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Minimize electronic database management system errors through training and use of Quality Assurance inspections. (AOPS, TMT, MISLE, ALMIS, etc.)	All E-6 and above	On-Going	PROCEN 4100 rejections, etc.
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#### Improve Personnel Support Program

<i>Performance Objective</i>	<i>Owner</i>	<i>Timeline</i>	<i>Measure</i>
Continue to expand unit-level MWR program and on-duty/off-duty recreation opportunities	MWR Committee	On-Going	Climate Survey & AFC-30 Expenditures
All Station personnel complete their individual Personal Wellness Profile (PWP) and updated Personal Fitness Plan (PFP)	UHPC & Section Leaders	On-Going	Comparison to Past Performance
Incorporate Ombudsman in unit level activities. (Morale Meetings and events, Unit Check-in and Welcome Aboard Message traffic.)	XO	On-Going	Comparison to Past Performance and Improved Crew Support

#### Enhance Training Knowledge and Expertise

<i>Performance Objective</i>	<i>Owner</i>	<i>Timeline</i>	<i>Measure</i>
All currencies completed 2 weeks prior to cycle close-out	TO, TPO & OPS	On-Going	AOPS/TMT
Encourage enrollment for college courses	XO & Supervisors	Per registration timeline	Enrollment stats
Establish Engineering & Deck Professional Development Program	EPO & OPS	On-Going	Advancement & knowledge improvements
Establish coxswain, engineer and crewman knowledge-based testing program – implement weekly or monthly test (as needed)	TPO & E-6s	On-Going	Test Averages



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Non-Rate Professional Development. (TAD Opportunities, Specialized Training, Mutuals)	Dept Heads	On-Going	Use of Program
Command Review of Strategic Plan	Command Cadre	Semi-Annually	Completion of Review

### Streamline Equipment Acquisitions and Logistical Support

<i>Performance Objective</i>	<i>Owner</i>	<i>Timeline</i>	<i>Measure</i>
Develop standardized MLE equipment list, sources of supply, etc. to eliminate non-standardization and streamline MLE-centric acquisitions	LEPO	March 10th, 2014	MLE Acquisitions
Ensure OM&S reports are completed and accurately depict on-site property	SK1	2 <sup>nd</sup> Month of Every Quarter	Performance report
Ensure PCA reports are accurate and completed on-time	SK1	Monthly	PCA web application

### Grow, Foster and Enhance External Partnerships

<i>Performance Objective</i>	<i>Owner</i>	<i>Timeline</i>	<i>Measure</i>
Increase participation and support for Auxiliary programs – capitalize on Auxiliary skill sets to provide traditional and non-traditional support missions and activities (AuxDirect Program)	OPS & AUX Liaison	Ongoing	Comparison to Past Performance
Continue community service projects	Command Cadre	Quarterly	Comparison to Past Performance
Continue to foster relationship with Navy League	Command Cadre	July 1st, 2012	Comparison to Past Performance
Provide increased LE presence in Southern AOR	OPS	Ongoing	Comparison to Past Performance
Metro Police Department Ride-Along Program	OPS	Ongoing	Improved Partnership



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#### **6. REVISIONS TO THE STRATEGIC PLAN**

Over time, strategic planning must be modified to better align with an evolving strategic vision. As such, this document shall be reviewed annually to ensure its viability. Recommendations to modify this plan can be submitted to any member of Station Washington's Command Cadre for inclusion into subsequent editions of this plan.

#### **7. WAY AHEAD**

As we progress professionally and personally throughout 2012, please take a moment to reflect upon strategies to better improve the way Station Washington operates on a day-to-day basis. We must always look to improve and never remain stagnant in our ways. I challenge each and every one of you to better the environment you work in and speak-up if something does not look or feel right. Keep up the great work. *Semper Paratus!*